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**ANTECEDENTS AND CONSEQUENCES OF JOB  
SATISFACTION AMONG NURSES IN THE PUBLIC  
SECTOR HOSPITALS IN PAKISTAN**



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UNIVERSITI UTARA MALAYSIA  
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**Thesis Submitted to  
School of Business Management, College of Business  
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Degree of Doctor of Philosophy**

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## ABSTRACT

In light of a massive shortage of registered nurses globally as well as in developing countries such as Pakistan, nurses overwhelmingly face challenges with regard to job satisfaction. This is a looming problem in the public hospitals of Pakistan. Therefore, this study analyzed the impact of four antecedents of nurses' job satisfaction. These antecedents included esprit-de-corps, supervisor support, job clarity, and work autonomy. Using a self-administered survey questionnaire, a sample of 280 responses was drawn from 43 public hospitals in four major cities of the Sindh province of Pakistan by using the multi-stage cluster sampling method. The variance-based structural equation modeling (VB-SEM) method was used in SmartPLS 3.0 to develop a measurement model for testing the hypotheses. The measurement model confirmed high construct reliability and convergent validity. Besides, discriminant validity was assessed using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) matrix. The results showed that job clarity and supervisor support do not predict nurses' job satisfaction except work autonomy. Interestingly, it was also found that perception of fairness does not play a moderating role with any of the four antecedents; rather, it serves as another very strong predictor of nurses' job satisfaction. Therefore, the management of public hospitals in Sindh should institutionalize such organizational practices which could not only increase the perception of fairness among nurses but also enhance their job satisfaction. The research findings contribute to the job satisfaction literature that the perception of fairness is a very strong predictor of job satisfaction. Hence, it should be used in future studies with other mediating or moderating variables under disparate untapped social settings.

**Keywords:** job satisfaction, esprit-de-corps, supervisor support, job clarity, work autonomy, public hospitals, VB-SEM.

## ABSTRAK

Melihat kepada masalah kekurangan jururawat berdaftar secara ketara yang berlaku pada peringkat global, termasuk di negara-negara membangun seperti Pakistan, jururawat didapati menghadapi cabaran dengan kepuasan bekerja. Masalah ini sangat kritikal di hospital-hospital awam di Pakistan. Oleh yang demikian, kajian ini menganalisis kesan empat anteseden kepuasan kerja jururawat. Anteseden tersebut termasuklah semangat setia kawan, sokongan penyelia, kejelasan kerja, dan autonomi kerja. Dengan menggunakan borang soal selidik tadbir sendiri, sampel yang terdiri daripada 280 respon telah dikumpulkan daripada 43 buah hospital swasta di empat negeri utama di wilayah Sindh, Pakistan dengan kaedah pensampelan kluster pelbagai peringkat. Kaedah *variance-based structural equation modeling* (VB-SEM) telah digunakan dalam SmartPLS 3.0 untuk membangunkan model pengukuran bagi mengukur hipotesis. Model pengukuran tersebut mengesahkan kebolehpercayaan yang tinggi dan kesahan kovergen. Selain itu, kesahan diskriminasi dinilai menggunakan Kriteria *Fornell-Larcker* dan matriks *Heterotrait-Monotrait Ratio* (HTMT). Hasil kajian menunjukkan kejelasan kerja dan sokongan penyelia tidak meramalkan kepuasan kerja jururawat kecuali autonomi kerja. Yang menariknya, persepsi terhadap keadilan didapati tidak memainkan peranan penyederhana dengan keempat-empat anteseden; sebaliknya, ia berfungsi sebagai peramal yang kuat kepada kepuasan kerja jururawat. Oleh yang demikian, pengurusan hospital-hospital kerajaan di Sindh perlu menginstitusikan amalan organisasi sedemikian yang bukan hanya dapat meningkatkan persepsi keadilan antara jururawat malah meningkatkan kepuasan kerja mereka. Hasil kajian ini menyumbang kepada literatur kepuasan kerja memandangkan persepsi terhadap keadilan merupakan peramal yang kuat kepada kepuasan kerja. Oleh yang demikian, ia perlu digunakan untuk kajian akan datang dengan pemboleh ubah perantara atau penyederhana yang lain terhadap latar sosial yang belum diterokai.

**Kata kunci:** kepuasan pekerjaan, *esprit-de-corps*, sokongan penyelia, kejelasan kerja, autonomi kerja, hospital kerajaan, VB-SEM.

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Appendix A Research Questionnaire

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## LIST OF ABBREVIATIONS

JS	Job Satisfaction
SS	Supervisor Support
ES	Esprit de Corps
JC	Job Clarity
WA	Work Autonomy
FP	Fairness Perception
PLS	Partial Least Square
VB-SEM	Variance based Structural equation modelling
KPMG	Klynveld Peat Marwick Goerdeler
KCL	King's College London
US	United States
CSR	Corporate Social Responsibility
CMV	Common method variance
CLF	Common latent factors
CR	Composite reliability
AVE	Average variance explained
AMOS	Analysis moment of structure
SPSS	Statistical packages for social sciences
MVA	Missing Value Analysis
CI	Confidence Interval
MCAR	Missing completely at random
NMAR	Not missing at random

# CHAPTER ONE

## INTRODUCTION

### **Background of the Study**

Healthcare system plays a critical role in the development and strengthening of nation's well-being across the globe (Swayne, Duncan, & Ginter, 2012). The healthcare sector not only serves the basic need but also provides economic expansion opportunities (Mahmud & Parkhurst, 2007). According to the Deloitte recent annual report, the global healthcare sector is becoming increasingly competitive where there is a growing need for the committed workforce (Deloitte, 2015).

Organizations today need a workforce that can deliver best services despite intense work pressure and competitiveness. The report has outlined that nations aiming for stable growth and stability in the long run, actually need to strengthen its healthcare sector. The report has also outlined that nurses have an important role (after doctors) in providing better healthcare services particularly when it comes to patient care.

Similar to developed economies like Western European countries, Canada and Great Britain (Shi & Singh, 2015), the healthcare sector is also gaining importance in the developing economies like Malaysia, India, Pakistan and other middle and low-income countries (Mills, 2014; Ndubisi, 2012). In the current era, economies have realized that the importance of healthcare sector and its expansion lies in the hands of people associated with this sector (Settle, 2010). This asserts that the extent to which they are responsively handled, developed and maintained will outline better

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### **NURSES' JOB SATISFACTION**

Dear Sir/Madam,

My name is Muhammad Asif Qureshi, a PhD candidate of College of Business, University Utara Malaysia. My research interest is related to Nurses' Job Satisfaction in the Public Sector Hospitals of Sindh, Pakistan. This study is aimed at how Supervisor Support, Esprit de Corps, Job Clarity, Work Autonomy and Fairness Perception can influence nurses' Job Satisfaction.

Specifically this study is interested to find out perceptions of nurses working in your hospital. It will take 10-15 minutes to complete this questionnaire. There are four sections (Section A, B) to be filled in.

The information provided by you will only be used for Academic Purpose ONLY and will be kept completely confidential. I highly appreciate your participation in this research.

Thank you

Sincerely,

Muhammad Asif Qureshi

School of Business Management,

College of Business, University Utara Malaysia

## **SECTION A: DEMOGRAPHIC INFORMATION:**

These items ask for some personal and organizational information. Please be assured that your responses to these questions are confidential. Please fill in or put a tick (✓) in the appropriate box

### **I. What is your Gender?**

☐ Male

☐ Female

### **II. To which of the following age groups do you belong?**

☐ below 30 years

☐ 30-40

☐ 41-50

☐ 51-60

### **III. What is your highest educational qualification?**

☐ High School

☐ Nursing Diploma

☐ Undergraduate Degree

☐ Postgraduate Degree

### **V. How many years of experience do you have?**

☐ 0-5 years

☐ 6-10 years

☐ 11-15 years

☐ 16 and above

**SECTION B:** We are interested in knowing how you perceive about

If you Strongly Agree (SA), encircle “5”, Agree (A), encircle “4”, Neutral (N), encircle “3”, Disagree (D), encircle “2” and Strongly Disagree (SD), encircle “1” If you strongly disagree encircle “1.” There is no right or wrong answers to these questions therefore we request your honest and thoughtful responses.

All responses will be kept strictly confidential. Thank you for your cooperation!

SNO	Statement	SD	D	N	A	SA
<b>Factor 1: Job Satisfaction</b>						
1.	I am satisfied with the physical work conditions	1	2	3	4	5
2.	I have freedom to choose my own method of working	1	2	3	4	5
3.	I am satisfied with my fellow workers	1	2	3	4	5
4.	I am satisfied with recognition for good work	1	2	3	4	5
5.	I am satisfied with my immediate boss	1	2	3	4	5
6.	I am satisfied with the amount of responsibility I am given	1	2	3	4	5
7.	I am satisfied with my pay rate	1	2	3	4	5
8.	I am given opportunity to use my abilities	1	2	3	4	5
9.	I am satisfied with the good relationship between management and workers in the hospital	1	2	3	4	5
10.	I am satisfied with the available chances of promotion	1	2	3	4	5
11.	I am satisfied with the way hospital is managed	1	2	3	4	5
12.	I am satisfied with the attention is paid to suggestions given by me	1	2	3	4	5
13.	I am satisfied with my work hours	1	2	3	4	5
14.	I am satisfied with the amount of variety in my job	1	2	3	4	5
15.	I am satisfied with my job security	1	2	3	4	5
<b>Factor 2: Supervisor Support</b>						
1.	My supervisor cares about my well-being	1	2	3	4	5

2.	My supervisor strongly considers my goals and values	1	2	3	4	5
3.	My supervisor shows little concern for me (R)	1	2	3	4	5
4.	My supervisor cares about my opinion	1	2	3	4	5
5.	My supervisor is willing to help me if I need a special favor	1	2	3	4	5
6.	Help is available from my supervisor when I have a problem	1	2	3	4	5
7.	My supervisor would forgive an honest mistake on my part	1	2	3	4	5
8.	If given the opportunity, my supervisor would take advantage of me (R)	1	2	3	4	5

### **Factor 3: Esprit De Corps**

1.	People in the hospital I work with are genuinely concerned about the needs and problems of each other.	1	2	3	4	5
2.	All staff members in my hospital unit are emotionally attached with each other	1	2	3	4	5
3.	Team work spirit prevail in all ranks of my hospital	1	2	3	4	5
4.	Working in my hospital is like part of big family	1	2	3	4	5

### **Factor 4: Job Clarity**

1.	Goals are clearly defined to my at work	1	2	3	4	5
2.	It is easy for me to give precise explanation of goals of my hospital	1	2	3	4	5
3.	My performance goals of the job are clear and specific	1	2	3	4	5
4.	Standards and goals set for my job are difficult and challenging	1	2	3	4	5

### **Factor 5: Work Autonomy**



1.	My job allows me to make my own decisions about how to schedule my work.	1	2	3	4	5
2.	My job allows me to decide on the order in which things are done on the job.	1	2	3	4	5
3.	My job allows me to plan how I do my work	1	2	3	4	5
4.	My job gives me a chance to use my personal initiative or judgment in carrying out the work	1	2	3	4	5
5.	My job allows me to make a lot of decisions on my own	1	2	3	4	5
6.	My job provides me with significant autonomy in making decisions	1	2	3	4	5
7.	My job allows me to make decisions about what methods I use to complete my work	1	2	3	4	5
8.	My job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
9.	My job allows me to decide on my own how to go about doing my work	1	2	3	4	5

**Factor 6: Fairness Perception**

1.	I work too hard considering my outcomes (R)	1	2	3	4	5
2.	I give a great deal of time and attention to the work, but do not feel appreciated (R)	1	2	3	4	5
3.	I invest more in my job than I receive in return (R)	1	2	3	4	5
4.	The rewards I receive are not proportional to my investments	1	2	3	4	5
5.	I put more energy into my job than it is worth	1	2	3	4	5
6.	I feel unfairly treated in my job (R)	1	2	3	4	5